MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

BOB2024 - ORGANISATIONAL BEHAVIOUR

(All Sections/Groups)

7th OCTOBER 2016
3.00 pm – 5.00 pm
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Questions paper consists of 8 pages with **TWO** sections (excluding cover page).

2. Answer **ALL** questions in **Sections A and B.** The marks for each Section are given in the question paper.

3. Please shade your answers for Section A in the Multiple Choice Answer Sheet.

4. Please write your answers for Section B in the Answer Booklet.

SECTION A (40 marks): Answer ALL questions. Choose the best answer. Each question carries 1 mark.

1) Which of the following disciplines blends concepts from both psychology and sociology to focus on people's influence on one another?
A. Social psychology
B. Cosmology
C. Parapsychology
D. Lexicology
E. Eschatology

2) The discretionary behavior that is not part of an employee's formal job requirements but contributes to the psychological and social environment of the workplace is known as _____ behavior.
A. withdrawal
B. associative
C. networked
D. citizenship
E. cohesive

3) Which of the following is an example of the affective component of an attitude?
A. Believing that one achieved all objectives of a project.
B. Relying on the information of a company's annual report.
C. Perceiving whistle-blowing as the right thing to do.
D. Feeling hurt at being unfairly accused of a wrongdoing.
E. Deciding to fire an employee because of underperformance.

4) Which of the following does cognitive dissonance indicate between two or more attitudes or between behavior and attitudes?
A. Congruity
B. Tenacity
C. Solidarity
D. Consistency
E. Incompatibility

5) _____ refers to a positive feeling about one's job resulting from an evaluation of its characteristics.
A. Job satisfaction
B. Job design
C. Positivity offset
D. Constructive dismissal
E. Picketing

Continued...

6) Which of the following terms best describes an intense feeling directed at someone or something?
A. Perception
B. Cognition
C. Mood
D. Reasoning
E. Emotion

7) Which of the following is true about emotions?
A. They are experienced over several days or months.
B. They are never caused by specific events.
C. They are less intense than moods.
D. They are critical to rational thinking.
E. They are less fleeting than moods.

8) Which of the following statements is most likely to be true about differences between men and women in relation to emotional reactions?
A. Men are more emotionally expressive than women.
B. Men experience emotions more intensely than women.
C. Women express anger more frequently than men.
D. Women tend to hold onto emotions longer than men.
E. Men display positive emotions more frequently than women.

9) According to the Big Five model, a highly conscientious person is most likely to be _____.
A. distracted, disorganized, and unreliable
B. calm, self-confident, and secure
C. cold, disagreeable, and antagonistic
D. responsible, organized, and dependable
E. reserved, timid, and quiet

10) _____ refers to bottom-line conclusions individuals have about their capabilities, competence, and worth as a person.
A. Core self-evaluation
B. Authoritarianism
C. Self-monitoring
D. Machiavellianism
E. Agreeableness

11) According to Hofstede's framework, _____ indicates the degree to which people in a country prefer structured over unstructured situations.
A. collectivism
B. power distance
C. long-term orientation
D. uncertainty avoidance
E. individualism

Continued...

12) Extremely attractive or unattractive individuals are most likely to be noticed in a group. Which of the following statements best describes the reason behind this?
A. Our perception of reality depends on our past experiences.
B. Our perception of reality depends on our personality.
C. We don't look at targets in isolation.
D. The time at which we see an object can influence our perception of the object.
E. Our motives and expectations affect our perception of a target.

13) Which of the following is a decision-making model that describes how individuals should behave in order to maximize some outcome?
A. Rational decision-making model
B. Flexible decision-making model
C. Distributive decision-making model
D. Associative decision-making model
E. Integrative decision-making model

14) The _____ bias is a tendency to fixate on initial information and fail to adequately adjust for subsequent information.
A. hindsight
B. overconfidence
C. anchoring
D. availability
E. self-serving

15) The _____ element of motivation describes how hard a person tries.
A. intelligence
B. experience
C. direction
D. intensity
E. persistence

16) Which of the following theories proposes the idea of a dual continuum?
A. Maslow's hierarchy of needs theory
B. Self-determination theory
C. Two-factor theory
D. Cognitive evaluation theory
E. Mcclelland's theory of needs

17) Management by objectives (MBO) emphasizes goals that are _____.
A. tangible, verifiable, and measurable
B. achievable, controllable, and profitable
C. inspirational, verifiable, and creative
D. tangible, rewarding, and assigned
E. profitable, attainable, and self-set

Continued...

18) The determination of the behavioral patterns and assumptions through which the group approaches the project is a function of the _____ phase in the punctuated-equilibrium model.
A. performing
B. inertia
C. equilibrium
D. transition
E. first meeting

19) Role _____ is defined as the way others believe you should act in a given context.
A. fuzziness
B. expectation
C. conflict
D. perception
E. enhancement

20) Which of the following is an example of performance norms?
A. Dress codes
B. Rules in informal groups
C. Assignment of difficult jobs, pay, and equipment
D. Distribution of pay
E. The manner in which a job must be done

21) Which of the following is an advantage of group decision making when compared to individual decision making?
A. Increased ambiguous responsibility
B. Increased conformity pressures
C. Increased diversity of views
D. Increased dispersion of accountability
E. Increased pace of decision making

22) The _____ is the actual physical product of the sender's encoding.
A. channel
B. filter
C. message
D. noise
E. medium

23) Which of the following statements is true regarding an informal communication channel?
A. It traditionally follows the authority chain within the organization.
B. It generally transmits messages related to the professional activities of members.
C. It is established by the organization.
D. It is generally used for communicating personal or social messages.
E. Information regarding change in the policies of the organization is transmitted through it.

Continued...

24) Trait theories most accurately predict _____.
A. distinguishing features of an effective leader
B. differences between an effective and an ineffective leader
C. success of a leader
D. roles to be played by the leader
E. emergence of a leader

25) Which of the following leadership theories argues that because of time pressures, leaders establish a special relationship with a small group of their subordinates - the ingroup, who are trusted, get a disproportionate amount of the leader's attention, and are more likely to receive special privileges?
A. Situational leadership theory
B. Leader-member exchange
C. Path-goal
D. Expectancy
E. Fiedler's theory

26) Which theory of leadership proposes that followers attribute heroic or extraordinary leadership abilities when they observe certain behaviors?
A. Situational leadership theory
B. Path-goal leadership theory
C. Transactional leadership theory
D. Behavioral leadership theory
E. Charismatic leadership theory

27) Legitimate power is directly based on _____.
A. charisma of the leader
B. interpersonal trust and commitment of the manager
C. structural position of the manager in the organization
D. personality traits of the manager
E. ability of the manager to serve his or her subordinates

28) To avoid politicking during performance evaluations, an organization should _____.
A. create role ambiguity
B. use democratic decision making
C. use a single outcome measure
D. use objective criteria
E. allow a significant lapse

29) Which of the following impression management techniques involves an individual admitting responsibility for an undesirable event and simultaneously seeking to get a pardon for the action?
A. Flattery
B. Favors
C. Apologies
D. Misrepresentation
E. Exemplification

Continued...

30) According to the _____ view of conflict, conflict can be a positive force in a group and some conflict is absolutely necessary for a group to perform effectively.
A. resolution focused
B. traditional
C. managed
D. interactionist
E. transactional

31) Conflicts related to how the work gets done is known as _____ conflicts.
A. communication
B. task
C. job
D. relationship
E. process

32) Which of the following is the first step in the negotiation process?
A. Definition of ground rules
B. Clarification and justification
C. Preparation and planning
D. Bargaining and problem solving
E. Closure and implementation

33) A plant manager organizes a plant by separating engineering, accounting, manufacturing, personnel, and purchasing into departments. The plant is departmentalized on the basis of _____.
A. target customer
B. product
C. function
D. geography
E. service

34) According to the principle of unity of command, _____.
A. managers should limit their oversight to a maximum of 12 employees
B. managers should oversee 1-4 employees on average
C. an individual should be directly responsible to only one supervisor
D. an organization should be departmentalized on the basis of functions
E. employees should report directly to two supervisors to maintain task balance

35) A _____ is characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization.
A. bureaucracy
B. matrix organization
C. simple structure
D. networked organizational structure
E. hierarchical organization

Continued...

36) A(n) _____ model is a structure that is flat, uses cross-hierarchical and cross-functional teams, has low formalization, possesses a comprehensive information network, and relies on participative decision making.
A. mechanistic
B. organic
C. boundaryless
D. network
E. pyramidal

37) The ultimate source of an organization's culture is _____.
A. its top management
B. its environment
C. the country in which the organization operates
D. its founders
E. the sociocultural backgrounds of its employees

38) The selection process helps sustain the organization's culture by _____.
A. establishing and enforcing norms
B. hiring candidates who fit well within the organization
C. socializing the new employees
D. developing performance evaluation criteria
E. rewarding conformity

39) Top management has a major impact on the organization's culture by _____.
A. establishing norms that filter down through the organization
B. ensuring a proper match of personal and organizational values
C. socializing new applicants in the pre-hiring phase
D. providing a framework for metamorphosis of new hires
E. properly rewarding employees' initiatives

40) Which of the following is an example of an individual source of resistance to change?
A. Limited focus of change
B. Product orientation
C. Fear of the unknown
D. Structural inertia
E. Employee orientation

Continued...

SECTION B (60 marks): Answer ALL questions.

QUESTION 1

Identify **FIVE (5)** sources of emotions and moods. Discuss how organization can manipulate it to stimulate the performance of employee in organization.

(15 marks)

QUESTION 2

Explain **FOUR (4)** functions of communication in workplace. Appraise **THREE (3)** channels of communication with high information richness.

(15 marks)

QUESTION 3

Discuss **FOUR (4)** general characteristics of charismatic leadership and how charismatic leaders influence followers. Provide critical examples to support your answer.

(15 marks)

QUESTION 4

Describe **FIVE (5)** power or influence tactics that is commonly used in organization. Provide relevant examples to support your answers.

(15 marks)

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